"What software would you recommend to give my presentation so much flash and sizzle that nobody notices that I have nothing to say?"

Headquarters U.S. Air Force

Integrity - Service - Excellence

Project Development

Capt Anthony Figiera, P.E.

AF Center for Environmental

HQ AFCEE/DCP

U.S. AIR FORCE

Overview

- Privatization Support Contractor (PSC)
- Project Development
  - Early Project Development
    - Pre-Site Orientation Visit
    - PDT Formation
  - Concept Development
  - RFP Development

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Privatization Support Contractor (PSC)

Why we hire PSCs:

- AF has limited resources & experience in real estate
  - No specialized manpower
  - Not a core business practice
- Commercial Market Concerns
  - These initiatives require significant up front investment
  - Time is money, therefore streamlining is essential
  - Credibility & understanding of the market place - a must!

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PSC (cont.)

Primary Tasks:

- **Match MFH requirements with real estate market opportunities**
- **Model financial concepts**
- **Facilitate the development of concept and RFP**
- **Market privatization initiatives – Industry Forum**
- **Streamline the developer selection process**
- **Present assessment of offerors to the AST**
- **Assist in closing of real estate transactions**

The PSC is a Force Multiplier!

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Contracted PSC Consultants

PSC	Location
Basile Baumann Prost (BBP) & Associates	Annapolis, MD
Ernst & Young (E&Y)	Washington DC
Jones Lang LaSalle (JLL)	Washington DC
Kormendi \ Gardner Partners (KGP)	Washington DC
PSC Military Housing Company (PSC-MHC)	Salt Lake City, UT

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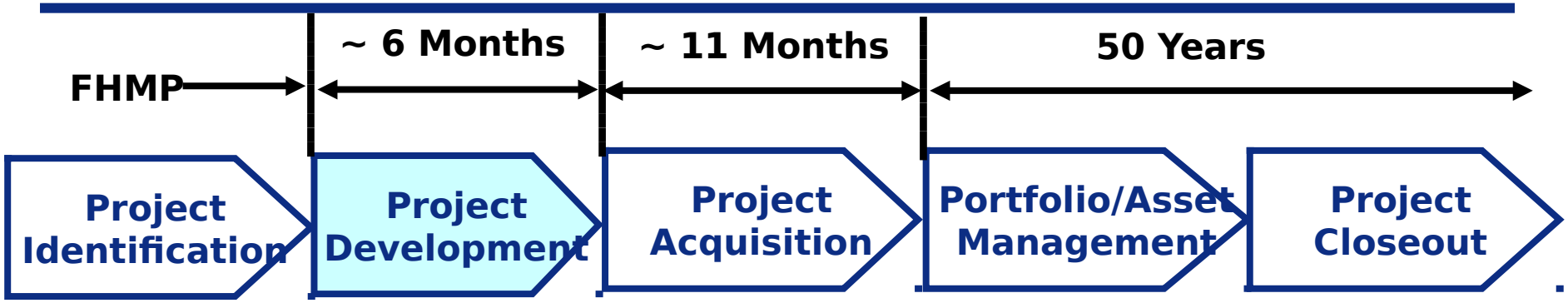
Project Life Cycle

Housing Privatization Phases



Project Identification	Project Development	Project Acquisition	Portfolio/Asset Management	Project Closeout
Description	**Description**	**Description**	**Description**	**Description**
Initial Concept Development	Define Project Requirements	Project Solicitation and Evaluation	Oversight of Privatized Housing	End of Privatization deal
Activities	**Activities**	**Activities**	**Activities**	**Activities**
Family Housing Master Plan	Concept Development	Industry Forum	Construction Oversight	Disposition of Assets
Project Kick Off	Environmental Analysis	Evaluate and Select Developer	Financial Oversight	
	RFP Development	Close Deal	Budgeting	
		Transition Assets	Management Review	

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Pre-Site Orientation

Pre-SOV is sponsored by AFCEE and the MAJCOM and is designed to prepare the base for an efficient project development phase

Pre-SOV includes:

- **Base orientation to privatization process**
  - **Includes “Housing 101” Briefing to senior leadership**
- **Preparation for PSC interaction**
- **Development of the Project Management Plan (PMP)**
- **Prepare Project Execution Schedule**

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Preparation For PSC

- PSC requires data and support from installation
  - Housing trends (waiting list, occupancy rates, etc)
  - BAH rates and demographics
  - Utility information
  - Base Comprehensive Plan (landscaping plan, site plan, etc.)
  - Community information
  - Environmental information
- Air Staff provides funding for MAJCOM and base staff support
  - Over hires
  - Contract Project Managers

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Project Management Plan

- Generic plan tailored to installation
- Outlines
  - Roles and Responsibilities
  - PDT/AST Rosters
  - Generic Milestone Schedule
- Ideally approved and signed at the Pre-Site Orientation Visit

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Project Execution Schedule

- Milestone chart based on AF notional schedule
  - Microsoft Project file
- Outlines Base, MAJCOM, AFCEE and PSC milestone tasks
- Important for Base, MAJCOM and AFCEE PMs to discuss schedule at Pre-Site orientation visit
  - Provide PMs with a planning tool
  - Identify timing of critical tasks
  - Ensure schedule is realistic

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Project Execution Schedule

"We were way ahead of schedule, so we revised the schedule. Now we're way behind schedule because we lost too much time revising the schedule. What we need is a schedule to help us revise our schedules on schedule."

Project Development Team

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- Identify PDT members
  - Civil Engineering
    - Housing, Engineering, Ops
  - Legal
  - Contracting
  - Public Affairs
  - Services, Security Forces, Man Power…
- Identify roles and responsibilities
- Ensure commitment from each organization
  - ***Decision makers***
- Co-chaired by the MAJCOM and AFCEE PM

Concept/RFP Development

PDT Roles and Responsibilities

- Oversees project management and execution
  - Develops project concept
  - Authors the RFP
- Coordinates review /approvals (co-chairs)
- Identifies problem areas and determines fix
- Coordinates overall environmental, legal, and base/local community matters that affect or are affected by the project

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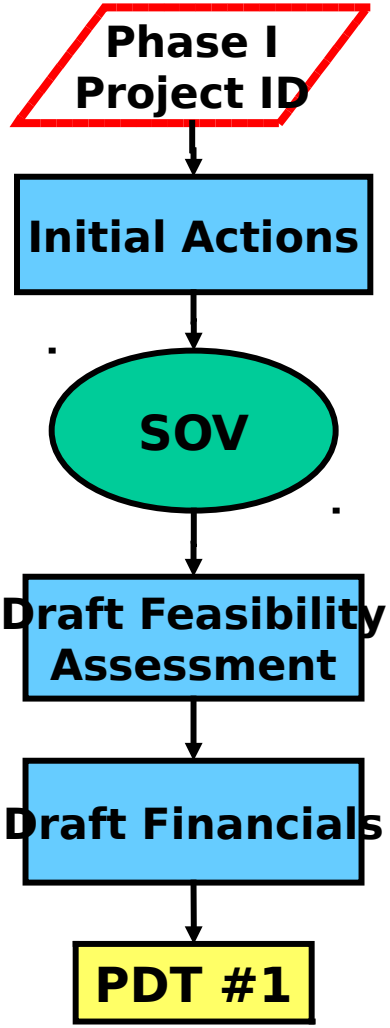
Concept Development

Site Orientation Visit



- **Before**
  - PDT Roster
  - FHMP/HRMA/HCP/General Plan
  - PSC Contract Award
  - Milestone/Schedule
  - SOV Preparation Checklist
- **During**
  - Review Alternatives for Analysis
  - PSC Orientation/Familiarization
  - Discuss Environmental and Land Survey Requirements
  - Review RFP Requirements
- **After**
  - Final Feasibility Assessment (FA)
  - Draft Pro Forma/Budget Scoring Analysis (BSA)

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Concept Development

Elements of Concept Analysis

- **Consider Project Scope**
  - **Long term goal**
  - **Housing requirements (improve, replace, or construct)**
    - **Size and unit types (increase market viability)**
    - **Current demographics**
  - **Available resources (land, no. of units, funds)**
- **Evaluate Opportunities for Using Authorities**
  - **Lease of Land**
  - **Section 2873, Direct Loans and Guarantee**
  - **Section 2882, Pay Allotments**
- **Evaluate Financial Viability**
  - **AF Model (Pro-Forma, Economic Analysis)**

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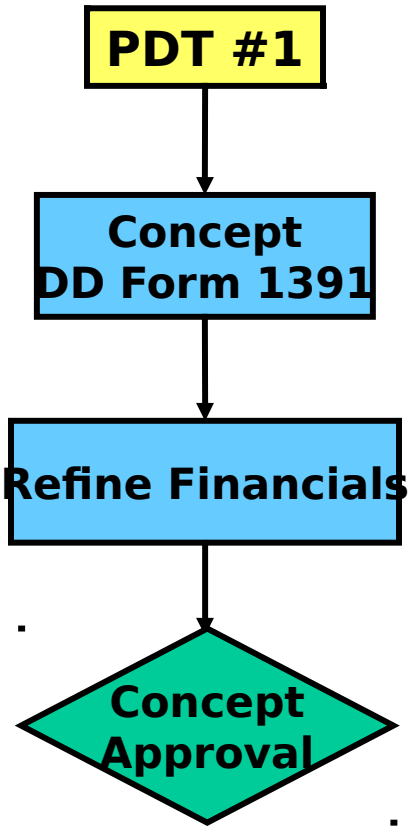
Concept Development

Project Development Team #1



- Before
  - Review PSC Read-aheads
- During
  - Discuss FA and select alternative
  - Refine FA and Analyze Inputs
  - Discuss NEPA/Survey Actions
  - Review RFP Draft
- After
  - Concept Plan
  - DD Form 1391
  - Project Fact Sheets
  - Approval Briefings
  - Draft Financials (EA, Pro Forma etc.)
  - Concept Approval – Sign 1391
  - Draft RFP

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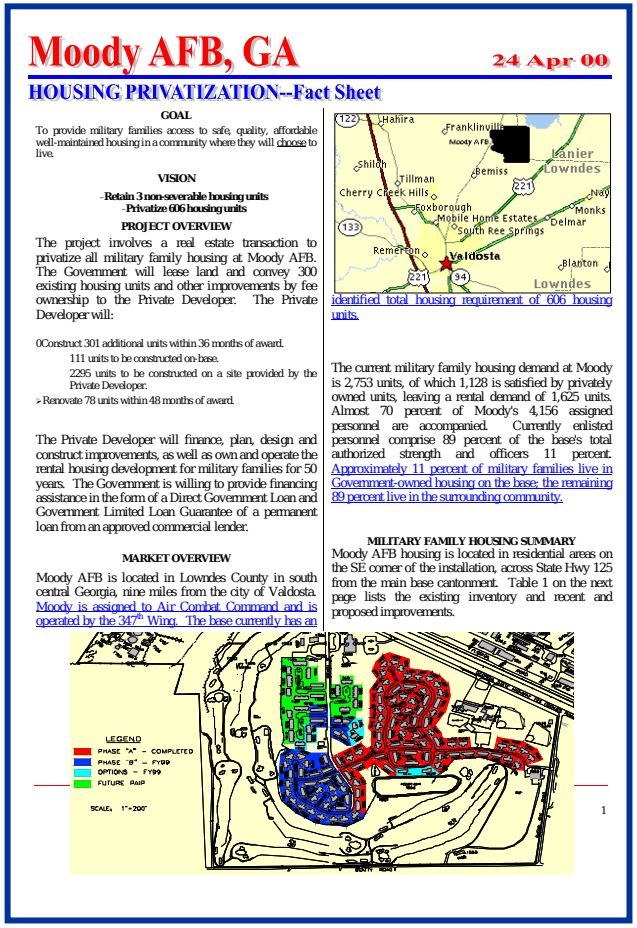
Concept Development

Project Fact Sheets



Moody AFB, GA 24 Apr 00

HOUSING PRIVATIZATION--Fact Sheet

GOAL

To provide military families access to safe, quality, affordable well-maintained housing in a community where they will choose to live.

VISION

-Retain 3 non-severable housing units
-Privatize 606 housing units

PROJECT OVERVIEW

The project involves a real estate transaction to privatize all military family housing at Moody AFB. The Government will lease land and convey 300 existing housing units and other improvements by fee ownership to the Private Developer. The Private Developer will:

- Construct 301 additional units within 36 months of award.
  - 111 units to be constructed on-base.
  - 2295 units to be constructed on a site provided by the Private Developer.
- Renovate 78 units within 48 months of award.

The Private Developer will finance, plan, design and construct improvements, as well as own and operate the rental housing development for military families for 50 years. The Government is willing to provide financing assistance in the form of a Direct Government Loan and Government Limited Loan Guarantee of a permanent loan from an approved commercial lender.

MARKET OVERVIEW

Moody AFB is located in Lowndes County in south central Georgia, nine miles from the city of Valdosta. Moody is assigned to Air Combat Command and is operated by the 347th Wing. The base currently has an identified total housing requirement of 606 housing units.

The current military family housing demand at Moody is 2,753 units, of which 1,128 is satisfied by privately owned units, leaving a rental demand of 1,625 units. Almost 70 percent of Moody's 4,156 assigned personnel are accompanied. Currently enlisted personnel comprise 89 percent of the base's total authorized strength and officers 11 percent. Approximately 11 percent of military families live in Government-owned housing on the base; the remaining 89 percent live in the surrounding community.

MILITARY FAMILY HOUSING SUMMARY

Moody AFB housing is located in residential areas on the SE corner of the installation, across State Hwy 125 from the main base cantonment. Table 1 on the next page lists the existing inventory and recent and proposed improvements.

1

- **Designed to Provide Project Information to Developers as well as Senior Leadership**
- **Project Overview**
- **Market Overview**
- **Real Estate Data**
- **Rent Structure Priority Placement Plan**

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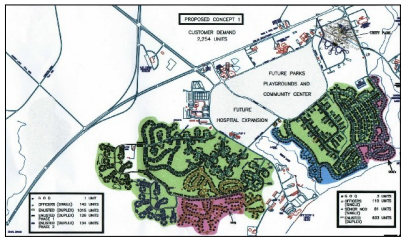
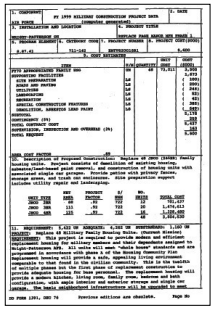
Concept Development

DD Form 1391



FHMP, HRMA,HCP

Original 1391



Concept 1391

- **Original Programming Document**
- **Basis for Development of Concept**
- **Approval Document for Changes to Cost and Scope**
- **Any Changes Must BE Approved IAW AF/ILE Policy**
  - **0-15% – AF/ILEH**
  - **15-25% – AF/ILE**
  - **>25% – SAF/IEI**

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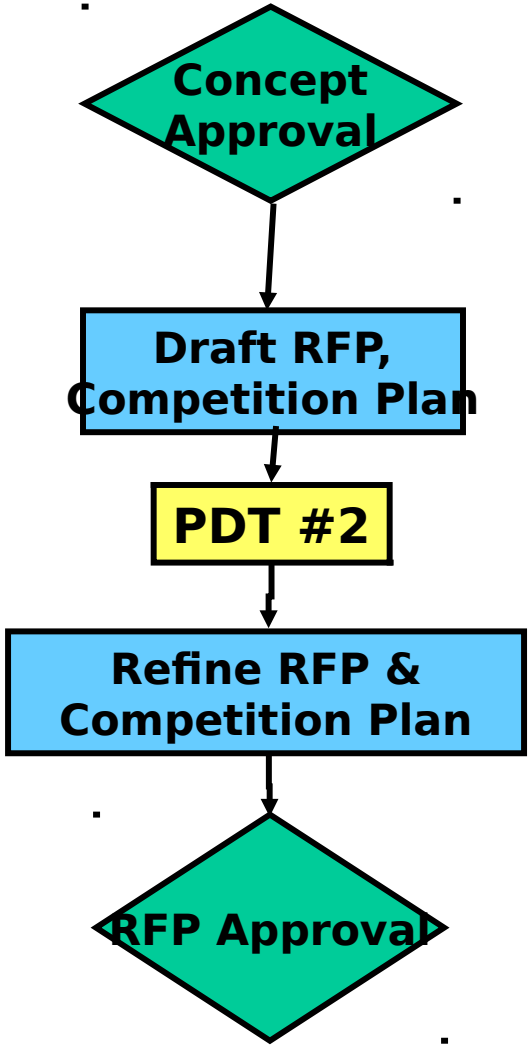
RFP Development

Project Development Team #2



- **Before**
  - Draft RFP
- **During**
  - Review and revise draft RFP
  - Review/Adjust Project Milestones
  - Discuss Acquisition Phase
- **After**
  - Incorporate PDT Changes
  - Submit Draft Final RFP
  - Submit Draft Final EA/Pro Forma

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RFP Development

The Generic RFP

United States Department of the Air Force
MAJCOMname
Air Force Center for
Environmental Excellence
(AFCEE)

Privatization of Military Family Housing
Basename Air Force Base

Solicitation No. solicitationnumber

REQUEST FOR PROPOSAL

STEP ONE PROPOSALS ARE DUE NO LATER THAN 5:00 P.M. EST Proposalduedate AT:

PSCNAME
PSCaddress
PSCcity
Voice PSCphone Fax PSCfax
Email *PSCemail*
Web site *PSCwebsite*

- **Streamlines Acquisition**
- **Standardized (grey) text**
- **Six sections and 28 Appendices**
  - **Section 1:** Executive Summary
  - **Section 2:** Existing Conditions
  - **Section 3:** Property Arrangements, Requirements, and Management
  - **Section 4:** Instructions to Offerors
  - **Section 5:** Basis of Selection
  - **Section 6:** Reference Sources and Points of Contact
  - **Appendices A through Z, N1** (some may not be applicable)

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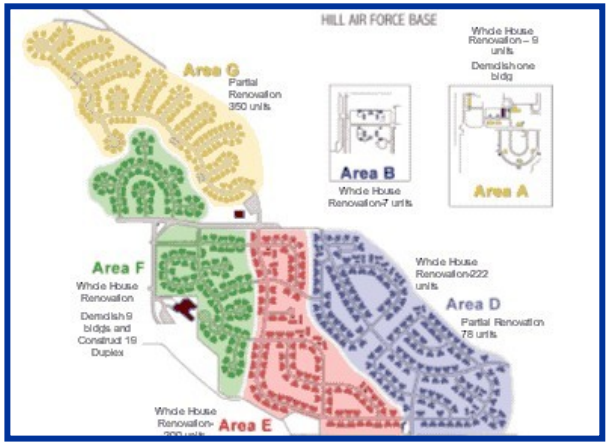
Project Development
Review of Products

- Project Management Plan
- Execution Schedule
- DD Form 1391
- Project Pro Forma
- Scoring Analysis
- Economic Analysis
- Market Survey
- Fact Sheets
- Metes and Bounds Survey
- Concept Briefings
- Draft Environmental Baseline Survey
- RFP

*



* Graphic From www.phcmhc.com

Concept/RFP Development
Approval Process

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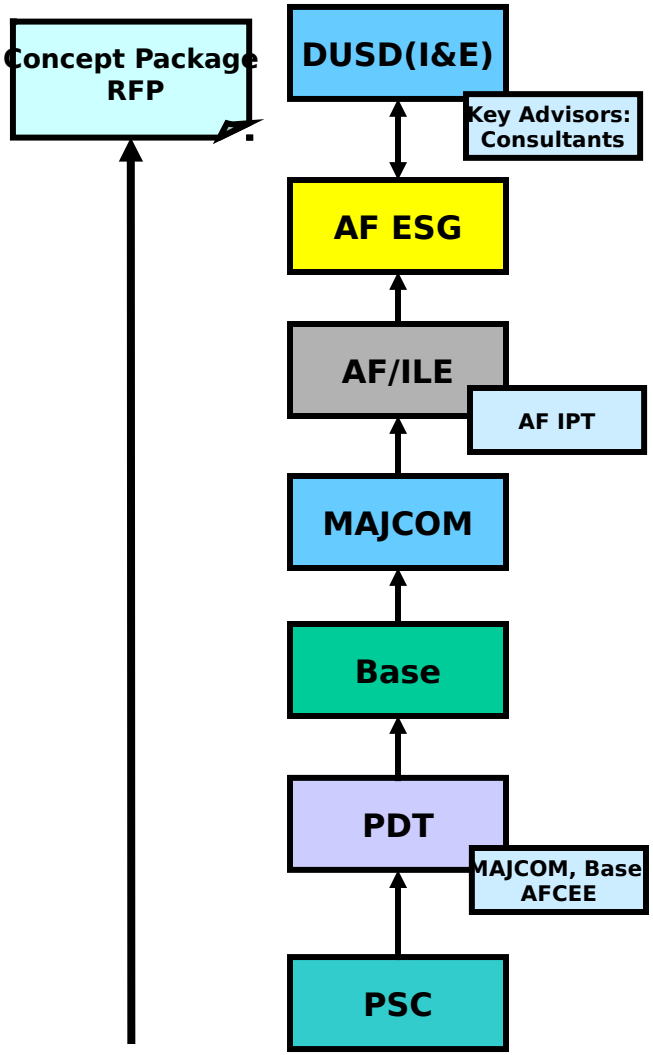

- Review and Approve Concept/RFP
- Review and Approve Concept/RFP
- Review RFP and provide inputs
- Obtain MAJCOM SSA Approval of Concept/RFP
- Obtain Wing/CC Approval of Concept/RFP
- Reviews Concept Documents
- Review and Approve RFP
- Prepare Final Concept Briefing
- Prepare Preliminary EA and Pro Forma
- Prepare RFP

Dazed and Confused?